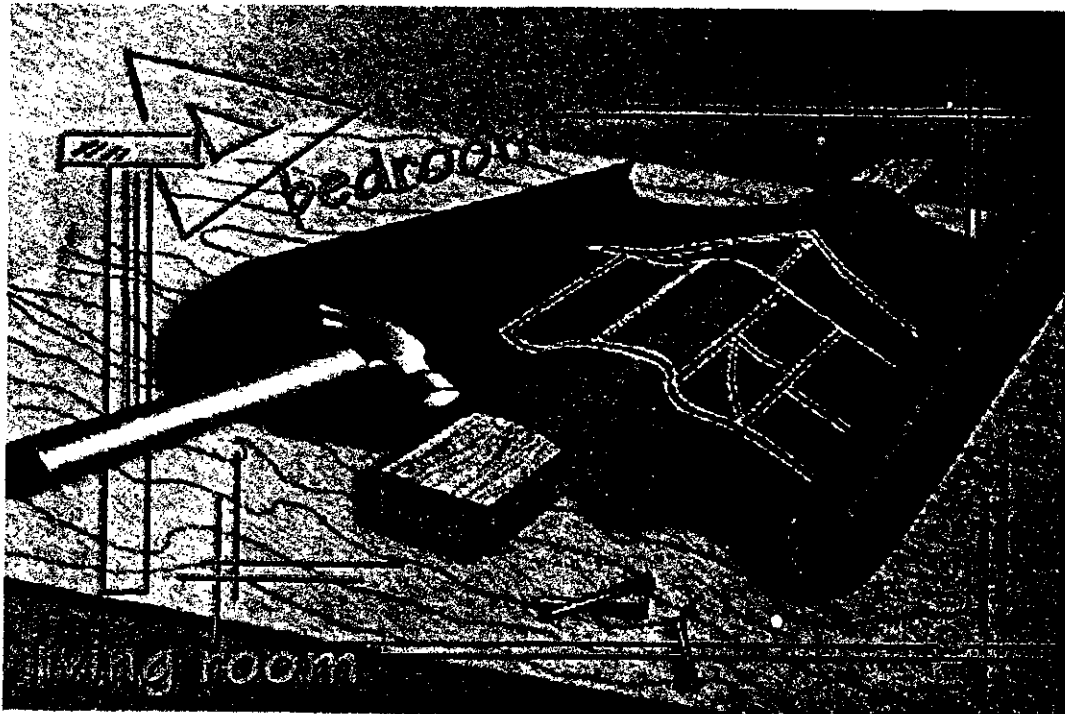


# Bethel Community Development Corporation (BCDC)

## Strategic Business Plan

Submitted to  
Leon County Division of Housing Services



New Construction

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## I. INTRODUCTION

The Board of Directors of the Bethel Community Development Corporation (BCDC) has made a commitment to improve the lives of low to moderate-income persons in Leon County.

Bethel Community Development Corporation is a non-profit organization formed for purposes of revitalizing deteriorating urban and rural areas within Leon County. These areas will be targeted by Leon County and many are composed of disintegrating families living in inadequate, substandard housing and lacking economic opportunities.

The primary purpose of BCDC is to develop affordable housing (for low to moderate income families as determined by the Department of Housing and Urban Development), economic revitalization. BCDC will be working with county, and state governmental bodies, as well as a variety of private sector entities for the purpose of soliciting coordinated efforts to accomplish the described activities.

BCDC also believes that in pursuit of its goals of the revitalization of deteriorating communities, home ownership alone for low to moderate-income residents will not resolve the problems of these communities. In order to rid targeted areas of these blighted conditions, BCDC will encourage them to become viable within their communities through gainful employment.

BCDC evaluative process will provide continuous feedback to Leon County whereby criteria based measurements can be made and documented. Successful measures will be redeployed through each targeted area to eliminate less effective measures and coordination of resources, which will:

- ⇒ Increase the number of homeowners
- ⇒ Improve the live ability of present homeowners

BCDC is composed of professional personnel and consultants to design develop, and implement community projects that will effectively and successfully accomplish its goals.

## **II. OPERATING PLAN**

### **A. MISSION STATEMENT**

It is the mission of the Bethel CDC to assist low to moderate-income persons in developing their maximum potential so they can become productive citizens in our diverse and ever changing society. This nonprofit organization is community-based whose purpose is to raise the economic, educational and social level of individuals and families in the City of Tallahassee and Leon County.

The BCDC is committed to revitalizing local communities by developing and securing affordable housing that is necessary to meet their basic needs for successful family transition to self-sustainability.

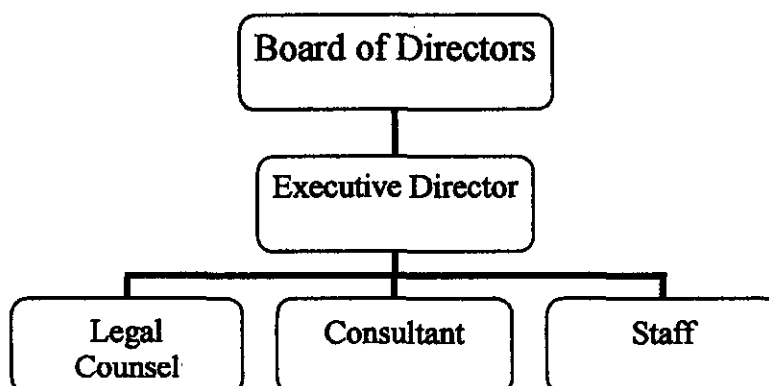
### **B. GOALS AND OBJECTIVES**

- ⇒ To promote and develop affordable housing for low to moderate income persons inclusive of senior citizens, homeless and the physically challenged.
- ⇒ To alleviate the conditions that inhibit desirable neighborhoods while maintaining the opportunity for affordable housing in deteriorating communities.
- ⇒ To provide services and assistance for low to moderate-income communities in attaining revitalized neighborhoods.
- ⇒ To serve as a clearinghouse of information for persons seeking affordable housing.
- ⇒ To oversee, monitor, and facilitate operations pertaining to construction, financing, administration, employment, and economic development.

## C. ORGANIZATIONAL STRUCTURE

The BCDC will be run as a self contained subsidiary of Bethel AME Church. The Goal of the management team will be to generate sufficient revenue to breakeven after four years and generate self sufficient cash flows by the fifth year of operation.

### ORGANIZATIONAL CHART



#### **D. BOARD OF DIRECTORS AND RECOMMENDED DUTIES**

Dr. Charles Evans  
851 Circle Drive  
Tallahassee, FL 32301

Ms. Gail A. Milon  
MetLife Resources  
2030 Thomasville Road, #2  
Tallahassee, FL 32308

Mr. Bill Dickens, Tre  
2426 Button Blush C  
Tallahassee, FL 3230

Ms. Shirley Collins, Secretary  
2741 Sandalwood North  
Tallahassee, FL 32305

Ms. Emily Denson  
2234 Keith Street  
Tallahassee, FL 32310

Ms. Sebrina Jones  
2221 Keith Street  
Tallahassee, FL 3231

Mr. William Jenkins  
2323 Holton Street  
Tallahassee, FL 32310

Mr. Curtis Richardson, Vice Chair  
533 Tuskegee Street  
Tallahassee, FL 32301

Dr. John F. Green, Cl  
501 West Orange Av  
Tallahassee, FL 3230

The duties and responsibilities of the Board include the review and approval of the policies of the BCDC as recommended by management. The Board Shall:

- 1.) Review BCDC Policy
- 2.) Review housing construction strategies, strategies may include qualified and eligible buyers to be served by the BCDC.
- 3.) Review policies concerning basic administrative and management support services.
- 4.) Establish objectives for long-term operation of the BCDC.

#### **III. TARGETED AREAS**

*To be determined by the Leon County Division of Housing Services*

## **IV. COMMUNITY DEVELOPMENT PLAN**

The strategic plan developed by the BCDC will focus on the existing problems confronting the designated target areas. BCDC will utilize a comprehensive approach to improve the living conditions of residents in the targeted area that will ensure positive results and lasting success of the following identified conditions.

### **A. NEIGHBORHOOD REVITALIZATION**

The concept of neighborhood revitalization is based on a total comprehensive approach with strategies and action plans specifically targeted to low to moderate-income neighborhoods throughout Leon County. The ultimate goal is to combat deteriorating neighborhoods and to revitalize and stabilize neighborhoods to enhance self-sufficiency.

The comprehensive neighborhood revitalization approach includes activities that specifically result in home ownership. BCDC will coordinate all of its programs and activities with county and state governments, along with public and private entities, to reach the stated goals.

### **B. AFFORDABLE HOUSING**

Home ownership includes the production of affordable single-family dwellings. This tremendous demand of home ownership from target areas will increase BCDC's opportunity to create effective partnerships. These partnerships include other non-profit organizations, community-based organizations federal, state, and local government agencies and financial institutions. Research has indicated that housing market conditions and opportunities for low to moderate income persons are not served by the market in isolation, but in conjunction with local incentives that promote home ownership and the production of affordable housing.

### **C. HOUSING REHABILITATION**

Housing rehabilitation is another primary need within the targeted areas. The increased number of vacant, substandard, foreclosed properties shapes our thinking and the inclusion of housing rehabilitation in our strategic plan. These properties within the target areas are in need of renovation ranging from complete systems, improved energy

efficiency and replacement of functionally obsolescent components to minor upgrades of basic elements and cosmetic improvements.

Housing Rehabilitation will be available to qualified low-income persons. To support home ownership, our program will provide clients with counseling on how to maintain their properties; encourage clients to become active with the local consumer credit organizations; and participate in a variety of home buyer workshops sponsored by local financial institutions and the Tallahassee Lending Consortium.

## **V. MARKETING STRATEGIES**

The marketing component of our program is essential for the overall success of the program. To accomplish the threshold requirements, BCDC, will market to insure that all the nationalities are served. These requirements will be continuously monitored and will include:

1. Communicating letters and program information to the county government in the targeted areas to inform them of the program, its features and how it can serve those who are currently un-served, as well as its flexibility in responding to the needs of low to moderate income persons.
2. Communicating letters and program information to the State of Florida Department of Community Affairs.
3. Communicating letters and program information to every religious congregation in the targeted areas.
4. Communicating program information to a wide variety of social agencies, community groups and civic organizations.
5. Advertising widely in radio, newspaper and where possible to insure that information on the program is disseminated to the residents throughout the targeted areas.

This program will provide opportunities for low to moderate-income persons in the targeted area that have experienced limited growth.



## **VI. FINANCIAL CONSIDERATIONS**

A major factor throughout this plan will be the resources necessary for providing the funds to operate the Bethel Community Development Corporation and its Leon County Program. An initial investment of \$214, 134 is needed for implementation. The initial investment will be used for both the both program services and support services for the Bethel CDC.

The Bethel CDC will continue to incur annual expenses for management and staff, utilities, supplies, telephone charges, and insurance.

## **VII. SOURCES OF FUNDING**

Leon County will set aside monies for the planning and operation of organizations (i.e. CDCs) to assist in the building of homes and the improvement of low to moderate income neighborhoods.

## **VIII. MONITORING AND EVALUATION**

Monitoring and evaluation are essential components of BCDC's program for helping targeted area neighborhood residents to truly become self-sufficient. In order to ensure programmatic success for the expenditure of funds, BCDC will have a dynamic monitoring system to determine the ongoing effectiveness of its program. Continuous monitoring and evaluations will determine BCDC's progress of meeting each goal and objective. Utilization of measurable performance factors will determine the degree of advancement toward the accomplishment of the stated goal—home ownership opportunities for low to moderate-income families/persons. Moreover, the monitoring and evaluation process will also have indicators of progress and benchmarks that will help BCDC to determine if programs and/or plans should be revisited and changes made.

## **IX. CONCLUSION**

There are excellent prospects for the operation of the Bethel CDC in Leon County. This strategic business plan developed the strategy that BCDC be oriented towards the designated target areas. This conclusion is based on the evidence that the present composition of housing compared to the other tracts in Leon County. This strategy has the benefit of providing needed growth and revenues for these areas.